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AUG 8 1955

MEMORANDUM FOR: Director of Personnel

SUBJECT : Unresolved Problems Identified During the Special Clandestine Services Orientation Courses

1. During the two Special Clandestine Services Orientation courses which have been completed a number of administrative problems have been identified. After the final offering of the course in December of this year we may wish to discuss the results of the course with Mr. Wianer and [redacted] At that time it would be helpful if we could acquaint DD/P with the progress made in solving those problems.

2. Several of these appear to be within the cognizance of your Office. One is the matter of what can be done to improve the selection process for satisfying the Clandestine Services need for qualified case officers. Another is the matter of determining what makes a case officer and what his qualifications are. With regard to the latter I understand that discussion during the course brought out that the Clandestine Services representatives believed there is no way of predicting who will make a good case officer since this is possible to ascertain only in the field.

3. A third problem was identified as that of what can be done to assure the qualified case officers advancement in an agent-handling career as against a career in administration. This, of course, reflects the opinion, rather common throughout the Clandestine Services, that they are able to advance well qualified senior case officers only by promoting them out of operations and into administration. I understand that discussion of this problem concluded that a solution will almost certainly necessitate the growth of a system which will make provision for advancement without reference to a particular job.

4. Will you please undertake thorough studies of these problems with a view toward developing solutions as soon as possible.

5. Another problem is the development of a single manual designed for case officer use. I have requested the Director of Training to undertake over-all responsibility for this but ask that you provide him with full cooperation insofar as personnel aspects of such a manual are involved.

6. Please keep me informed of progress and significant developments in these matters.

SIGNED

SA-DD/S:JER:dlc (4 Aug 55)

Distribution:

1-DD/S chrono, 1-DD/S subject, 1-ADD/S chrono  
1-JER, [redacted]-addressee

R. GATES LLOYD

Acting Deputy Director  
(Support)

cc: Director of Training

